

MULTIMEDIA



UNIVERSITY

STUDENT ID NO

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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2018/2019

BPM3014 – PROJECT MANAGEMENT

(All sections / Groups)

12 MARCH 2019

2.30 p.m. – 4.30 p.m.

(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This Question paper consists of **TWO (2) SECTIONS** and **8** pages (inclusive of the cover page).
2. **SECTION A** contains 20 multiple-choice questions (worth 40 marks). **Answer ALL questions.** Please shade answers in the **Multiple-choice Answer Sheet** provided.
3. **SECTION B** contains 3 structured questions (worth 60 marks). **Answer ALL questions.** Write your answers in the Answer Booklet provided.

SECTION A: Multiple Choice Questions. Answer All (40 Marks)

1. Which of the following examples is **NOT** a typical or appropriate situation to employ project management?
 - A). improving an existing work process
 - B). installing a new computer system
 - C). conducting a routine, standard customer service operation
 - D). developing a new product
2. Projects often require tradeoffs among all of the following **EXCEPT**:
 - A). scope
 - B). cost
 - C). schedule
 - D). programs
3. Which of the following responses most accurately depicts the correct sequence of activities in the strategic planning process?
 - A). strategic objectives - strategic analysis - guiding principles - flow-down objectives
 - B). guiding principles - strategic analysis - strategic objectives - flow-down objectives
 - C). strategic analysis - guiding principles - strategic objectives - flow-down objectives
 - D). guiding principles - strategic objectives - flow-down objectives - strategic analysis
4. All of the following statements concerning project portfolios are true **EXCEPT**:
 - A). The projects in a portfolio are grouped to be managed collectively.
 - B). Portfolios cannot include operations and programs.
 - C). Portfolios usually include a mix of high-risk and low-risk projects.
 - D). All projects in a portfolio contribute to the organization's goals.

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5. Which of the following charter elements should inspire team members to develop a passion for the project and to work hard on it?
- A). the project vision statement
 - B). the team operating principles
 - C). the project motto
 - D). the business case
6. The project charter should help the project team and the project sponsor to develop a common understanding of what the project is all about. All of the following items are elements of that common understanding **EXCEPT**:
- A). understanding the detailed project schedule
 - B). understanding how the project aligns with the goals of the organization
 - C). understanding project success measures
 - D). understanding what is included and excluded
7. The process of “systematically gathering and analyzing quantitative and qualitative information to determine whose interests should be taken into account throughout the project” is called:
- A). develop project management plan
 - B). stakeholder analysis
 - C). communication management
 - D). project management
8. Project managers can encourage open communication by employing all of the following tactics **EXCEPT**:
- A). demonstrating that the inputs from others are valued
 - B). keeping people informed
 - C). using group decision making techniques in every case
 - D). respecting confidentiality

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9. Creating a realistic schedule is often an iterative process because several factors can limit how fast a project can be completed. All of the following factors can limit how fast a project can be scheduled and completed **EXCEPT**:
- A). logical order
 - B). imposed dates
 - C). resource availability
 - D). quality metrics
10. The process "Estimate Activity Resources" involves identification of the and of resources required for each activity within a work package.
- A). Types and quantities
 - B). Costs and quantities
 - C). Names and locations
 - D). Types and costs
11. After creating a Staffing Management Plan, the project manager and team might create a chart that provides a visual representation of project resource needs by type of resource and time period (weeks, months etc.) This chart is called a
- A). Project Gantt Chart
 - B). Resource Histogram
 - C). Network diagram
 - D). Organization chart
12. The amount of project budget reserved for unforeseen project work that addresses the "unknown unknowns" that can affect a project is the
- A). Project buffer
 - B). Funding limit
 - C). Contingency reserve
 - D). Management reserve

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13. All of the following methods have proven to be useful techniques to help project teams identify the risks that might impact the project **EXCEPT**:
- A). reviewing project documents
 - B). documenting lessons learned
 - C). interviewing stakeholders
 - D). brainstorming among team members and subject matter experts
14. Project managers can identify risks by learning and understanding the cause and effect relationships that bear on risk events. All of the following approaches rely upon an understanding of cause and effect relationships to identify risks **EXCEPT**:
- A). develop a flow chart that shows how people, materials or data flow from one person or location to another
 - B). conduct a root cause analysis
 - C). understand trigger conditions that indicate a risk is about to occur
 - D). list all risks in a risk register
15. Which of these is **NOT** a component of a Project Scope Statement?
- A). Summary budget
 - B). Project deliverables
 - C). Acceptance criteria
 - D). Project exclusions or boundaries
16. The project manager is responsible for selecting appropriate quality standards for the project. Typically, these standards apply to all of the following **EXCEPT**:
- A). team selection criteria
 - B). documentation created during the project
 - C). deliverables created by the project
 - D). materials and related inputs used by the project

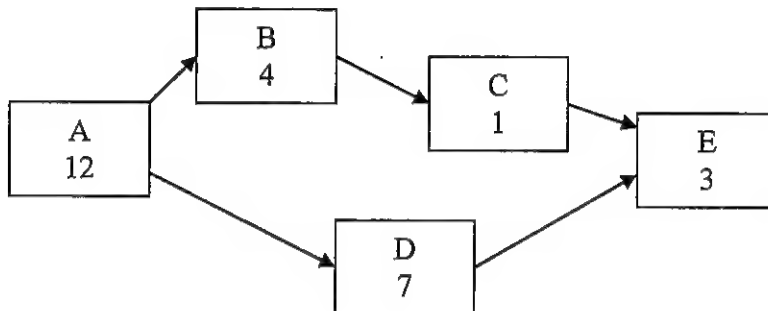
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17. Some organizations rely upon a formally chartered group of stakeholders responsible for reviewing, evaluating and approving changes to the project. This group is typically known as a
- A). stakeholder review board.
 - B). change control board.
 - C). project evaluation committee.
 - D). steering committee
18. While the manage communications process is underway, effective information distribution often requires the project manager and team to accomplish all of the following activities **EXCEPT**:
- A). determine any information needs not already uncovered
 - B). establish an information retrieval and distribution system
 - C). develop responses to the identified risks
 - D). report project performance to stakeholders
19. The process where project deliverables and project work are subdivided into smaller and smaller pieces is called
- A). Collect requirements
 - B). Define scope
 - C). Plan scope management
 - D). Create WBS
20. After completing detailed planning for a project, it is often helpful for the project manager and team to apply a sanity test to the project plan. Which of the following accurately describes the application of a sanity test?
- A). It is based largely on the expectations of supervisors and sponsors.
 - B). It is primarily focused on the team members.
 - C). It should include questions to ensure budgets, schedules and resource plans are reasonable and achievable.
 - D). It focuses on whether the project charter should be changed

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SECTION B: Answer ALL. The Marks Allocation are stated for each question.**QUESTION B1**

- (a) Calculate early start, early finish, late start, late finish, and slack for each of the activities in the network below. The duration of each activity is given.

**[12 Marks]**

- (b) Give two examples of why a project might be terminated early for cause and two examples of why a project might be terminated early for convenience.

[8 Marks]**QUESTION B2**

- (a) You are the project manager in charge of construction of a new school building. Give one possible example each of a known known, known unknown, and unknown unknown you might encounter.

[6 Marks]

- (b) Discuss the FIVE (5) common project risk strategies employed to address threats that your project may face. Give an example of each.

[14 Marks]**Continued...**

QUESTION B3

- (a) Describe the **THREE (3)** different categories of risk events that occur during the control risk process, and some of the risk resolution strategies that might be used for each.

[12 Marks]

- (b) Explain how scope is defined on agile projects.

[8 Marks]

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